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ST SALES PERIOD/JAN. 5-FEB. 27

TO: Entire Sales Force
FROM: H. B. Coleman
SUBJECT: January Sales Cycle

Your efforts and enthusiasm for our 1980 programs resulted in enormous success of two brand introductions, a high degree of retailer acceptance of our new Plan B merchandising program, and overall increased visibility and availability of product in independent and chain accounts. Also, numerous other programs were successfully implemented due to your outstanding efforts.

1981 will be another challenging year for us. There will be increased competition, greater opportunities to expand our growth, and a faster pace to maintain.

With our redeployed territories, we have redefined our coverage patterns and call frequency. This allows us to further emphasize problem/opportunity calls and our Plan B accounts. The end result is a greater presence in the marketplace and a continued growth in our share of business.

In addition to capturing a larger share of the low-tar segment of the market, the ultra low-tar category will also be a prime target. Emphasis will be on properly utilizing all materials and programs available to you this year. We'll be offering the best and most exciting lineup of products, p.o.s., advertising -- everything necessary in order to reinforce our position with distributors, retailers, and consumers.

If each of us contributes our top-level performance on a day-to-day basis, we are certain to begin 1981 with the same winning momentum of the previous year.

HBC/kb

Marlboro
Parliament Lights
VIRGINIA SLIMS MERIT
BENSON & HEDGES
Cambridge

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